

## Law and Democracy Service Improvement Plan (*abridged*) – 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To implement Single Status Agreement	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Keep under review policies, practices and procedures.</li> <li>• Challenge and test results of sore thumbing exercise.</li> <li>• Develop an effective appeals process.</li> <li>• Advise on implications of the new pay and grading structure.</li> <li>• Assess the effect on associated companies and partners.</li> <li>• Approve (Part 3) terms and conditions.</li> <li>• Determine all outstanding equal pay/equal value claims.</li> <li>• Respond to appeals in the EAT.</li> <li>• Assist in the management of industrial relation issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful implementation of Single Status Agreement</li> <li>• Fair and equitable employment practices and procedures.</li> <li>• Reduction in the number of Employment Tribunal claims and appeals.</li> <li>• Improved staff morale and improved industrial relations.</li> </ul>

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<b>Theme:</b> Organisational Development	
<b>Objective:</b> Re-align resources to deliver key Council priorities	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Identify priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Improved use of resources.</li> </ul>
<ul style="list-style-type: none"> <li>Identify gaps in skills/knowledge and staff resources.</li> </ul>	<ul style="list-style-type: none"> <li>Improved business planning.</li> </ul>
<ul style="list-style-type: none"> <li>Conclude review of future support service provision to Tristar Homes Ltd and Tees Active Ltd.</li> </ul>	
<ul style="list-style-type: none"> <li>Retrain staff in new areas of law eg company/commercial and employment/equal pay.</li> </ul>	
<ul style="list-style-type: none"> <li>Develop new service structure.</li> </ul>	
<ul style="list-style-type: none"> <li>Build capacity for service planning issues.</li> </ul>	
<ul style="list-style-type: none"> <li>Introduce a case management system.</li> </ul>	

<b>Theme:</b> Liveability	
<b>Objective:</b> Deliver major regeneration projects and initiatives in partnership with external legal advisors	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>Meet targets set out in individual regeneration project plans for acquisition of properties, compulsory purchase order confirmation, planning inquiries and completion of development.</li> </ul>	<ul style="list-style-type: none"> <li>Schemes delivered according to Project Plans.</li> <li>Successful completion</li> </ul>

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<b>Theme:</b> Liveability	
<b>Objective:</b> To provide an on line Local Land Charges Register	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Transfer data from manual Register to TLC system.</li> <li>• Move to NLIS Level 3</li> </ul>	<ul style="list-style-type: none"> <li>• Data transfer complete by March 2007.</li> <li>• NLIS Level 3 achieved by September 2007</li> </ul>
<ul style="list-style-type: none"> <li>• Consider implications of Home Information Packs.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with HIP Regulations</li> </ul>

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To implement the new and improved co-ordination arrangements for Scrutiny	
Action & Milestones	Success Measures & Targets
<ul style="list-style-type: none"> <li>• Adopt a consistent approach - focused and directed</li> <li>• Strengthen Project Management arrangements</li> <li>• Work collaboratively on Scrutiny Reviews - consultation with all stakeholders</li> <li>• Establish clear communication arrangements throughout the Scrutiny Review</li> <li>• Establish requirements of reviews e.g. resources, information, roles &amp; responsibilities at commencement of the review</li> <li>• Work with colleagues to set national, regional and local context for scrutiny reviews</li> <li>• Review arrangements for administration of Joint Health Scrutiny Committee</li> <li>• Work with all colleagues, Officers, Members, Partners to establish new scrutiny co-ordination arrangements</li> <li>• Provide detailed Scrutiny guidance and training.</li> <li>• To raise the profile of scrutiny in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding of Scrutiny among officers and Members confirmed by year end survey.</li> <li>• Improved delivery of Scrutiny confirmed by year end survey and monitoring processes.</li> <li>• Improved contribution to Policy development confirmed by Annual Scrutiny Report.</li> <li>• Improved contribution to more efficient and effective service confirmed by Annual Scrutiny Report.</li> </ul>

## Law and Democracy Service Improvement Plan (*abridged*) – 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To implement the recommendations of the Elections Review	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Review staffing arrangements for elections</li> </ul>	<ul style="list-style-type: none"> <li>Elections staff register developed by Oct 06.</li> <li>Vacant posts filled Apr 06.</li> </ul>
<ul style="list-style-type: none"> <li>Identify training needs and develop programme for election staff</li> </ul>	<ul style="list-style-type: none"> <li>TNA completed by June.</li> <li>T &amp; D programme developed by Sept 06.</li> </ul>
<ul style="list-style-type: none"> <li>Review Key business processes identify and implement improvements</li> </ul>	<ul style="list-style-type: none"> <li>KBP reviewed by June.</li> <li>KBP improvements implemented by Dec 06.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and complete inventory of equipment</li> </ul>	<ul style="list-style-type: none"> <li>Inventory completed by Apr 06.</li> <li>Additional equipment procured by Dec 06.</li> </ul>

## Law and Democracy Service Improvement Plan (*abridged*) – 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To develop understanding of the Constitution and deliver the decision-making processes in a professional manner	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• Develop a suite of “How To” guides to assist understanding of e.g.               <ul style="list-style-type: none"> <li>○ forward planning process</li> <li>○ CMT work programme</li> <li>○ key decisions - decision options and routes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Production and distribution of guides to all:               <ul style="list-style-type: none"> <li>○ CMT</li> <li>○ HOS</li> <li>○ All Members</li> <li>○ Partner Organisations;</li> </ul> </li> <li>• Resulting in reduced queries and information requests as a result of increased understanding.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop protocols for attendance at meetings of Council, Cabinet and other Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Production and distribution of protocols for attendance by officers and the general public to:               <ul style="list-style-type: none"> <li>○ CMT</li> <li>○ HOS</li> <li>○ All Members</li> <li>○ Partner Organisations</li> <li>○ Public</li> </ul> </li> <li>• Meetings conducted with all relevant persons present; each aware of their own particular role within the meeting.</li> <li>• Increased public understanding of their rights to attend and speak at public meetings of the Council, Cabinet and its Committees; reflected in increased attendance figures and more effective meetings.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with ACE &amp; CMT to develop effective forward programming of CMT linked to the Forward Planning Document</li> </ul>	<ul style="list-style-type: none"> <li>• Production of twelve month forward planning document reflecting the priorities of each Service Grouping and approved for consideration by the Corporate Management Team.</li> <li>• Improved 12 month forward planning process, reflected by the content in the Forward Planning Document.</li> </ul>
<ul style="list-style-type: none"> <li>• Work with colleagues to embed the forward planning process ensuring appropriate checks and balances.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of an understanding of the Forward Planning process amongst each Service Grouping</li> </ul>

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<ul style="list-style-type: none"> <li>Implement E-genda system enabling electronic access to all agendas, minutes etc – Link to NE Connects Initiative</li> </ul>	<ul style="list-style-type: none"> <li>Fully functioning E-Genda system that contains all democratic information managed by the Democratic Services Unit.</li> <li>Management of the entire committee administration process carried out by E-Genda, resulting in service efficiencies, including the processing of quicker decision making, a greater awareness by all of each element of the Council’s decision making; and a reduction in the amount of paper and time spent printing hard copy.</li> <li>Comprehensive awareness/training programme delivered.</li> </ul>
<ul style="list-style-type: none"> <li>Proactively manage agendas - increasing interaction with report writers</li> </ul>	<ul style="list-style-type: none"> <li>Higher quality of reports received, within the required timescale, leading to more informed decision making and less time spent by Democratic Services on administration of agendas.</li> </ul>
<ul style="list-style-type: none"> <li>Provide a supportive coaching role for colleagues assisting them with their work within the Democratic processes</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of an information ‘toolkit’ of services provided by Democratic Services; resulting in an improved understanding confirmed by an end of year survey.</li> </ul>
<ul style="list-style-type: none"> <li>Work collaboratively with colleagues, Officers and Members to set the Democracy Diary by the end of December establishing dates and deadlines appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Delivery and publication of the Democracy Diary for 2007/8 to all members of the Council and relevant officers by target end of December 2006 and 2007 in accordance with the agreed criteria for its production.</li> </ul>
<ul style="list-style-type: none"> <li>Raise awareness of the Democracy Diary with all Officers and partners, promoting the on-going use of the diary to avoid events/seminars/meetings clashing</li> </ul>	<ul style="list-style-type: none"> <li>Production of a ‘How to Guide’ explaining both the location and the management arrangements of the Democracy Diary; Dissemination of this information to reach all members of staff likely to be involved in arranging meetings with elected members.</li> </ul>
<ul style="list-style-type: none"> <li>Review venues for meetings, ensure attention to detail, access, name plates, reserved seating, heating, lighting etc</li> </ul>	<ul style="list-style-type: none"> <li>Venue facilities for meetings assessed to establish suitability in terms of disabled access; audio facilities for the hearing impaired and suitability to stage different types of Council meeting; e.g. suitability to accommodate display presentations etc.</li> </ul>

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	<ul style="list-style-type: none"> <li>Improvements to existing facilities considered and implemented to ensure that access/exit arrangements are clearly identified; room layouts are prepared and set out in advance; relevant nameplates are in place and seating arrangements are clearly identified for all attending. Appropriate guide produced regarding attendance at each type of committee meeting.</li> </ul>
<ul style="list-style-type: none"> <li>Work with Services/Members to establish the best way to present information</li> </ul>	<ul style="list-style-type: none"> <li>Guide produced regarding the most appropriate means of presenting information to committees; including advising on content, length of report and inclusion of background/supporting information; and advising on how best to deliver this information.</li> </ul>
<ul style="list-style-type: none"> <li>Develop and deliver an effective programme for democratic engagement and participation</li> </ul>	<ul style="list-style-type: none"> <li>Programme to raise awareness and deliver public participation events developed.</li> <li>Co-ordinated work with school councils.</li> <li>Review effectiveness by end of year evaluation.</li> </ul>

## Law and Democracy Service Improvement Plan (*abridged*) – 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To enhance Member Development and Information Services	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Review the Member Learning &amp; Development Strategy</li> </ul>	<ul style="list-style-type: none"> <li>All Members completing Personal Development Plans.</li> </ul>
<ul style="list-style-type: none"> <li>Consult Best Practice for Member Learning and Development - IDeA and NEREO Charter</li> </ul>	
<ul style="list-style-type: none"> <li>Align Member Development to support individual Members' roles</li> </ul>	<ul style="list-style-type: none"> <li>Develop Good Practice in Stockton.</li> </ul>
<ul style="list-style-type: none"> <li>Work collaboratively with Training &amp; Development and associated partners to develop comprehensive development programme for Members in consultation/involvement with all Services</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of Members Training Days.</li> </ul>
<ul style="list-style-type: none"> <li>Work collaboratively with IT to maximise the implementation of E-genda system</li> </ul>	<ul style="list-style-type: none"> <li>In-house training package for Members developed.</li> </ul>
<ul style="list-style-type: none"> <li>Provide appropriate IT development for all Members</li> </ul>	<ul style="list-style-type: none"> <li>Integrated information resource developed, providing relevant and timely information by March 2007</li> </ul>
<ul style="list-style-type: none"> <li>Provide appropriate development for all members who sit on outside bodies</li> </ul>	
<ul style="list-style-type: none"> <li>Review Members' Library - consult Members and work with Officer from Library Service to deliver a revised library service fit for purpose</li> </ul>	
<ul style="list-style-type: none"> <li>Review Members' Information Bulletin - consult Members on their requirements and deliver revised bulletin that is fit for purpose</li> </ul>	
<ul style="list-style-type: none"> <li>Prior to implementation of the E-genda system continue posting items to the intranet &amp; internet - work with Web Master to examine ease of access</li> </ul>	



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<b>Theme:</b> Organisational Development	
<b>Objective:</b> To review all Civic functions	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>• Review quality of these events in consultation with relevant stakeholders</li> <li>• Review event management in consultation with relevant stakeholders</li> <li>• Review marketing strategy in consultation with relevant stakeholders</li> <li>• Review catering arrangements in consultation with relevant stakeholders</li> <li>• Develop options for future civic functions for consideration by the Mayor</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed programme of civic functions developed and agreed by all relevant stakeholders by May 06.</li> <li>• Revised event management, marketing and catering arrangements agreed by June 06.</li> </ul>

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<b>Theme:</b> Organisational Development	
<b>Objective:</b> To raise the profile of Democratic Services	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Implement annual Showcase of Service linked to annual consultation and service planning process</li> </ul>	<ul style="list-style-type: none"> <li>Successful promotion and delivery of the event.</li> <li>Positive feedback gained through evaluation of event.</li> </ul>
<ul style="list-style-type: none"> <li>Work corporately to maximise our input to the CPA process</li> </ul>	<ul style="list-style-type: none"> <li>Contribution to corporate assessment delivered in an accurate and timely fashion.</li> </ul>
<ul style="list-style-type: none"> <li>Develop robust Service Plans for all Teams including:               <ul style="list-style-type: none"> <li>BCP</li> <li>Risk Log</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Production of services plans.</li> </ul>
<ul style="list-style-type: none"> <li>Review the publication of Democracy News</li> </ul>	<ul style="list-style-type: none"> <li>Regular publication of revised edition of Democracy News. Results of evaluation at end of year.</li> </ul>
<ul style="list-style-type: none"> <li>Establish with our colleagues in Communications a Press and PR Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Strategy formulated and implemented.</li> <li>Results of evaluation at end of year survey.</li> </ul>
<ul style="list-style-type: none"> <li>Work with colleagues to impart our knowledge of key players to improve decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Colleagues report feeling more aware as evidenced in year end survey.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a Service Charter</li> </ul>	<ul style="list-style-type: none"> <li>Service Charter in place and staff working to achieve its aims.</li> </ul>

## Law and Democracy Service Improvement Plan (*abridged*) – 2006/07- 2008/09

<b>Theme:</b> Organisational Development	
<b>Objective:</b> To improve corporate and ethical governance	
<b>Action &amp; Milestones</b>	<b>Success Measures &amp; Targets</b>
<ul style="list-style-type: none"> <li>Establish the methodology for undertaking the Council's ethical governance audit.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive/coordinated approach to the audit confirmed by audit outcomes/report.</li> </ul>
<ul style="list-style-type: none"> <li>Work with colleagues, Officers and Members to review the Council's key practices, protocols and procedures.</li> <li>Undertake a survey of Officers, Members, Partners and the public.</li> <li>Report the outcomes of the survey and overall audit process.</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of the Council's ethical governance arrangements confirmed by outcomes/report.</li> <li>Improved understanding of the practices, protocols and procedures where improvements are required. Confirmed by audit outcomes/report.</li> </ul>
<ul style="list-style-type: none"> <li>Agree and implement any action plan to address issues arising from the survey and overall audit.</li> </ul>	<ul style="list-style-type: none"> <li>Improved practices, protocols and procedures. Confirmed by follow-up audit of action plan implementation.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to review the Constitution.</li> <li>Introduce revisions and updates to the Constitution on an ongoing basis.</li> </ul>	<ul style="list-style-type: none"> <li>Improved Constitutional framework.</li> </ul>
<ul style="list-style-type: none"> <li>Establish appropriate decision-making and governance arrangements for the Council's partnerships</li> <li>Provide training/guidance for Officers in connection with the revised, updated Constitution.</li> </ul>	<ul style="list-style-type: none"> <li>Improved governance arrangements.</li> <li>Improved awareness, understanding of the Constitution. Confirmed by feedback from the training.</li> </ul>
<ul style="list-style-type: none"> <li>Provide induction and further follow-up, ongoing ethical framework training for Members.</li> <li>Assess Town/Parish Councils' ethical framework training needs.</li> <li>Ensure training/guidance is provided for Town/Parish Councils, commensurate with their identified needs.</li> </ul>	<ul style="list-style-type: none"> <li>Improved awareness, understanding of the ethical framework. Confirmed by feedback from the training.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to implement a programme of training for the Standards Committee in connection with local investigation and</li> </ul>	<ul style="list-style-type: none"> <li>Greater awareness and understanding of the Committee's role and responsibilities in the determination process. Confirmed</li> </ul>

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determination procedures.	by feedback from the training.
<ul style="list-style-type: none"><li>• Review and re-establish the joint working arrangements with the Tees Valley Authorities regarding code of conduct matters.</li><li>• Work with colleagues and Officers to establish arrangements for the investigation and determination of misconduct allegations.</li></ul>	<ul style="list-style-type: none"><li>• Improved capacity and capability to undertake local investigations and to support local hearings. Confirmed by feedback from the training.</li></ul>